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GENERATIONAL CHALLENGES WITHIN THE WORKFORCE

FY 2014-15
Division of Human Resources
Statewide Training & Development Center

Strategies to Increase Staff Engagement

My Goals...

- Increase your understanding and appreciation of generational challenges that exist within the workforce.
- Provide you with some strategies to increase staff engagement in your workplace.

What Generations Exist in the Workforce

- **Traditionalists, Silent or Veterans**
 - ▣ Born 1901 to 1943
- **Baby Boomers**
 - ▣ Born 1944 to 1964
- **Gen Xers, Busters, or Lost Generation**
 - ▣ Born 1965 to 1981
- **Millennials, Generation Y, or Rainbow Generation**
 - ▣ Born 1982 to 1996

What Defines a Generation

- A generation is a group of people born during the same period who share the same attitudes and values.
- The period is the factor to dividing the generations into groups.

What Defines a Generation

- In each period experiences shape the attitudes and values of each generation.
- In addition, the interaction between generations is also a factor in shaping the subsequent generation.

What Defines a Generation

Traditionalists

- ❑ Being born before 1944 is what classifies a Traditionalist.
- ❑ Their background touched on dealing with some incredible social issues.
- ❑ The military influenced their way of life since war was a great part of their cultural event and many served during this era.

What Defines a Generation

Traditionalists

- ❑ Traditionalists are considered hardworking because they grew up during a time when jobs were not abundant.
- ❑ Traditionalists are loyal to their employers and tend not to move from employer to employer.
- ❑ They stay where they are if possible.

What Defines a Generation

Traditionalists

- ❑ Traditionalists will avoid causing trouble.
- ❑ They are the least likely to initiate conflict at work.
- ❑ Traditionalists and are good team players.

Traditionalists

Working Styles

- ❑ Traditionalists tend to be satisfied with their life situation and do not see advancement or achievement as important as the younger generations.
- ❑ Traditionalists like to be recognized for their hard work.
- ❑ Traditionalists see work as a team effort.

Traditionalists

Working Styles

- ❑ This group is also technically challenged.
- ❑ Traditionalists may struggle to learn new technology.
- ❑ They also prefer lecture style training over web-based.

What Defines a Generation

Baby Boomers

- This generation has members that were born between 1944 and 1964.
- Baby Boomers are known to be confident and independent.
- They were exposed to a changing world where challenging the established culture was normal.

What Defines a Generation

Baby Boomers

- Baby Boomers are willing to confront others and they will challenge the status quo.
- Baby Boomers are well educated and are exposed to more financial resources than the past generation.
- Baby boomers are hard-working and they define themselves by their careers and professions.

Baby Boomers

Working Styles

- Baby Boomers are career focused and enjoy achieving at work.
- They like doing complicated work that makes a difference.
- Baby Boomers are very competitive and they equate their worth by their status and position at work.

Baby Boomers

Working Styles

- ❑ Baby Boomers are resourceful and look for different ways to win.
- ❑ Baby Boomers may find it difficult to work in a flexible environment.
- ❑ Finally, Baby Boomers tend to favor face-to-face interaction instead of remote means like emails, text, etc.

What Defines a Generation

Gen Xers

- Generation Xers were born between 1965 and 1981.
- Generation Xers live during a time when the country shifted from manufacturing to servicing.
- Gen Xers grew up with technology as a part of their lives. They experienced computers, video games, cell phones, email, etc.

What Defines a Generation

Gen Xers

- Generation Xers also experienced difficult times in the workplace.
- This generation is more ethnically diverse and is better educated over their previous generation.

Gen Xers

Working Styles

- Gen Xers enjoy freedom at work.
- They crave responsibility and politely reject authority and fixed work schedules.
- They will thrive in a workplace where management allows them to complete their tasks without too much supervision.

Gen Xers

Working Styles

- Generation Xers will be the first ones to take advantage of technology and incorporate it into their work.
- Generation Xers will look for other employment opportunities if it promises advancement of their career.
- Finally, this generation believes in a healthy balance between work and their personal life.

What Defines a Generation

Millennials

- ❑ Millennials are prone to communicating via electronic devices and is capable of multi-tasking while carrying a text messaging conversation.
- ❑ Millennials are family-centric and value family over work.
- ❑ This generation looks for flexible schedules at work and a balance between work and life.

What Defines a Generation

Millennials

- This generation looks for flexible schedules at work and a balance between work and life.
- This generation is achievement-oriented and is confident.

Millennials

Working Styles

- ❑ Millennials work well in a team environment.
- ❑ They seek positive reinforcement from others and believe no one should be left behind.
- ❑ Millennials are motivated by benefits that give them the ability to have flexible schedules.
- ❑ They are less motivated monetarily.

Millennials

Working Styles

- ❑ Millennials are not happy with long working hours and this may send the message that they do not care about work or are lacking discipline.
- ❑ Millennials see promotions and climbing the corporate ladder as a way to demonstrate their worth.

Generational Differences

Differences include:

- Different Core Values
- Different Education Expectations
- Different Ways of Communicating
- Different Ways they View Authority

| | Traditionalists | Boomers | Gen Xers | Millenials |
|---------------------|--|--|---|---|
| Core Value | Respect Conformers Discipline | Optimism | Skepticism Fun Informality | Realism Confidence Extreme fun Social |
| Expected Education | A Dream High School Diploma | A Birthright College Degree | A way to get there College plus some graduate education | An incredible expense Life long learning but no rush to start or finish college |
| Communication Media | Rotary Phones One-on-one Write a memo | Touch-tone phones Call me anytime | Cell Phones Call me only at work | Internet Picture or Smart Phones Email or Text Message |
| View of Authority | Honor and respect for leaders | Challenge leaders Never trust anyone over 30 | Ignore leaders and don't try to become one | Respects authority but is not awed by it Defer to a team |



ENGAGING STAFF

What This Means in Your Workplace

Leaders Focus

Mediocre Leader


- *Recognizes that there are some differences between generations, but it doesn't impact the workplace that much.*

Great Leader

- *Understands and leverages difference (generational and cultural) is the key to unlocking everyone's full potential.*

Generations at Work

- Differences between Baby Boomers and Millennials
- <http://www.youtube.com/watch?v=V2k3Mx07B9I>



More than 60 percent of employers say they are experiencing tension between employees from different generations according to a survey by Lee Hecht Harrison.

-USA TODAY

Managing Perspectives

Employee to Employee

- Understanding how different generations interact with each other may lead to miscommunication or misunderstanding.

Manager to Employee

- Knowing that there are differences in the way generations communicate, view authority, life-work balance, and relationships is just the beginning.

Work Ethic



Traditionalist

Work 9 to 5 and stay late with overtime.

Baby Boomers

Work 8 to 6 and then take it home.

**What I think
about work?**

Gen Xers

Work what's required; take it home if you have to.

Millennials

It's a 24/7 world, so I'm leaving at 5:00. I can log in tonight.

Why I think that way:

- ❑ Most Traditionalist work until the latter half of their careers.
- ❑ Boomers expect work to provide excitement and achievement, so many work long hours.
- ❑ Gen Xers will work some evenings and weekends.
- ❑ Millennials don't see the point of rigid office hours.

Decision Making



Traditionalist

The boss decides.

Baby Boomers

We follow a process and the boss ultimately decides.

**How should
decisions be made?**

Gen Xers

Whoever is the most savvy on this topic decides.

Millenials

We work through the options and decide together.

Why I think that way:

- ❑ Traditionalist may feel that questioning decisions made by authority is insubordinate.
- ❑ Baby Boomers sometime process map prior to providing input on decision.
- ❑ Gen Xers prefer using technology and nontraditional ways of arriving at decision.
- ❑ Millennials are skilled in group decision making.

Communication



Traditionalists

I write a memo, send a letter, listen to a speech, and call a meeting.

Baby Boomers

I write a memo (with the distribution list alphabetized), pick up the phone, and set up a appointment to meet.

**How do I
Communicate?**

Gen Xers

What are memos? I send an email or instant message and meet virtually.

Millennials

I send a text message (vowels are optional) or instant message or connect on a social network site.

Why I think that way:

- ❑ Traditionalist grew up in the “print and radio” era. They were taught “proper” penmanship and formal writing style. Their communication was face to face.
- ❑ Baby Boomers grew up in the broadcast era watching the world on television. They went to work in the era of typed, formal memos. They always had telephones.

Why I think that way:

- Gen Xers grew up in a global world and embraced the new technologies of email and cellular phones.
- Millennials grew up with telephones, wireless video games, smart phones, and text messaging. The world is literally at their fingertips.

Feedback



Traditionalist

If you do anything wrong, the boss will let you know.

Baby Boomers

Annual performance appraisals and regular 1-1 meetings.

**What do I think
about feedback?**

Gen Xers

We don't need a formal process, just tell me.

Millennials

Put the score on a screen, like a video game, that's instant feedback.

Why I think this way:

- ❑ Traditionalist were raised with a focus of limited praise, “no news is good news”.
- ❑ Baby Boomers entered the workforce with performance appraisals, forms and processes.
- ❑ Gen Xers think that real-time feedback is essential to getting things done efficiently.
- ❑ Millennials prefer instantaneous feedback (scores).



Time
for action

Leading Across Generations

Your Call to Action

Traditionalists

When Leading

- ❑ Set clear expectations.
- ❑ Set reasonable timelines, they don't like being rushed.
- ❑ Communicate face to face not text or email.
- ❑ Avoid Stereotyping.
- ❑ Appreciated Company History:
 - “We use to”

Baby Boomers

When Leading

- ❑ State objectives and the desired results you expect from them.
- ❑ Ask questions as a way to get to the issue.
- ❑ Coach for improved performance.
- ❑ Asked for their input and value their experience.
- ❑ Make yourself available.

Gen Xers

- ❑ Tell them what needs to be done, but not how to do it.
- ❑ Give them multiple tasks, but allow them to set priorities.
- ❑ Be open to their questions.
- ❑ Don't favor workplace politics.
- ❑ Respond better to open ended questions.

Millennials

- ❑ Provide opportunities for continuous learning and building skills.
- ❑ Create a clear picture of the work environment.
- ❑ Respond well to mentoring by older more seasoned professional, such as a Traditionalist
- ❑ Be open to communicating informally through email and hallway conversations.

Your Task

- Understanding some foundational differences are paramount in creating a respectful and peaceful work environment for all employees.
- Increasing your understanding of the different background, attitudes, and work styles of each generation is essential for today's manager or supervisor.

The Call to Action

- What are you going to do differently when you return to work?
- How will you continue to build your knowledge?



Summary

http://www.youtube.com/watch?v=i4JxRqWkNIQ&list=PLSp6OK17YD8K_pL531vN3Y3y6m5LEQffO&index=3



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THANK YOU

FY 2014-15
Division of Human Resources
Statewide Training & Development Center

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The State's Workforce

August 2014

The State's Workforce

| Birth Year | Employee Count | Percent of Total |
|-----------------|----------------|------------------|
| Traditionalists | 235 | 0.8% |
| Baby Boomers | 13,882 | 44.3% |
| Gen Xers | 12,713 | 40.6% |
| Millennials | 4,445 | 14.2% |
| Unidentified | 27 | 0.1% |
| Total Count | 31,302 | 100.0% |

- Based on August 2014 Workforce Data
- Unidentified Group ~EEs who left field blank or birth year after 2003